

INSIGHTS FROM OUR YEAR-LONG YAMMER PILOT

WHY, HOW AND WHAT WE ACHIEVED

PREPARED FOR DWG MEMBERS
JANUARY 27, 2022



← Our situation, one year ago

- MySource is growing into its role as BCD Travel's companywide global intranet. However, it needs to keep maturing as employees ask for more interactive ways to connect. The Strategic Communications team has been exploring the use of online communities and has found that **Yammer (an already-paid-for part of the Microsoft stack) does this and integrates easily into MySource.**
- At the same time, Salesforce's Chatter is turned on and does currently offer employee communities. However, **Chatter does not easily integrate with MySource.**
- With **multiple tools providing similar capabilities**, BCD's digital landscape is already rich (some would say saturated) with potentially too many tools or lack of enough direction for employees in how to use them.
- *In recognition of this complex situation, the MySource Governance Committee approved a pilot project with five specific Conversation communities on MySource using Yammer.*

BCD Travel's Yammer pilot

- **Purpose of this pilot:** Assess the use of Yammer, which is included within our Microsoft licenses, so that:
 - The MySource team could **learn** how social might be applied within the intranet
 - Any needed **governance** and security materials could be developed
 - The view on our digital ecosystem could be **matured**
- **Limited functionality supporting security concerns:**
 - Desktop only to start, not allowing mobile access yet
 - Not allowing external access, internal only
- **Five Yammer communities to start:**
 - Praise Our Values in Action
 - Share Your BCD Journey
 - Sustainability
 - Wellbeing
 - WorkSmart

WHAT **DIDN'T** WE DO?

No other Yammer communities were added during pilot.

Only consider the **company-wide employee view**, which includes region and country engagement. **Not client, commercial or specific job roles.**

No active pursuit to embed Chatter within MySource. This has been collected already and found to be too expensive. However, if we come across new affordable options, they will be considered.

Sharing our insights with DWG today

- Our pilot structure – including a pilot project team and charter
- Moderating, content approach
- What happened: Employee use and reaction
- Evaluating our use of Yammer

Pilot project team and charter

Pilot Project Charter

1	Problems this pilot project will address
2	Opportunities
3	Goals / outputs
4	Pilot project statement
5	Scope
6	Project plan and task list
7	Assignments



Pilot governance

OVERALL	FOR EACH COMMUNITY
Pilot Committee	Purpose/ goals defined for each community
ICT documentation: <i>BCD - Office 365 Microsoft Yammer Governance</i>	Selected and trained community managers
MySource team as owner for: Community setup, community manager training, oversight	Planned content / conversations
Policy guiding user activity is BCD Travel's Code of Conduct	Monthly measurements



Kelly Flynn (BE)
Vice President, Strategic Communica...



Jenn Wood (US)
Director, Comm & Public Relations



Beth Gleba (US)
Director, Online Marketing



Michael Hillman (US)
Engineer II, Information Technology



Katrina Bentley (US)
Sr Director, Salesforce



Atse Kemper (NL)
HR Business Partner

FOR MORE: PROJECT CHARTER SHARED



Year-long pilot structure

INVESTIGATE	PREVIEW	PILOT	DECIDE
Jan. 15 - May 31, 2021	June 1 - Aug. 31	Sept. 8 - Dec. 31	Dec. 13
Limited access to IT and Strategic Comms	280 BCDers invited	Open to all users, incl. DE, approximately 7K users	Recommendations and decisions
<ul style="list-style-type: none"> Strategic Comms developed concept based on needs and use cases Concept approved by MySource Governance Team Concept setup - Yammer communities embedded into special pages on MySource 	<p>This group was formed to provide guidance during the pilot.</p> <p>Selected BCDers invited. Included access to special pages on MySource and Yammer turned on for them. Contacted via email</p>	<p>Access to Yammer and the special MySource pages activated to all</p> <p>Defined community management activities in place</p>	<p>Pilot activities summarized</p> <p>Project Team recommendations presented</p> <p>Agreement to proceed approved by Governance Team</p>

Clear community management and content strategy were key

1. Paying attention to what employees are posting
2. Knowing how to help when things go off topic
3. Sparking a flow of conversations

FOR MORE: INITIAL TRAINING MATERIALS

How we're sparking communications

(and making Yammer magic)

Strategy

The best uses for Yammer are:

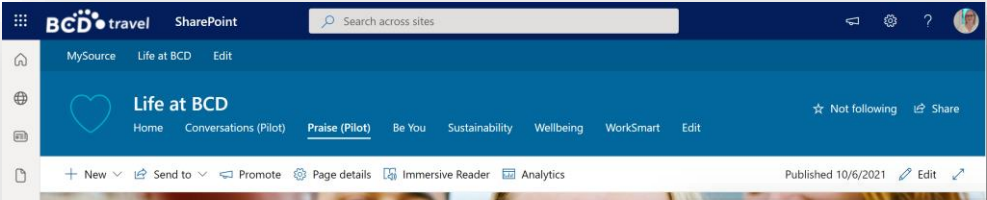
- Leadership interaction
- Knowledge sharing
- Crowdsourcing ideas
- Employee experience(s)

Priorities

The best way to achieve our goals:

- Develop a "water cooler" vibe
- Appeal to emotions rather than information
- Keep. Yammer. Casual.
- Don't over-police
- Drive leader to participate
(ghost post **and** voluntary posting)

Aligning content, embedding within SharePoint Online



Our values aren't just words on a page: They power everything we do. That's why they are the foundation that our actions and goals align with our values. We encourage you to keep finding opportunities to be living by your colleagues.

Know a colleague who's actively living our values? Praise them!

See colleagues who have been praised for our values:

- [Solve it together](#)
- [Act with purpose](#)
- [Do what's right](#)
- [Give your best](#)
- [Feed the future](#)

This is a new feature being [piloted](#). When you're tagged in a comment, you'll get an automated email "from" the person who tagged you (e.g.: "Anne Froidcoeur (BE) on Yammer"). Yammer is the technology that powers MySource Conversations.

PRAISE A COLLEAGUE
Be sure to add a BCD value in the "Add a comment" field.

Start a discussion
Discussion Question Praise Poll

Katie Scotti (US)
Dec 3 • @1

PRAISE

Praised **Sudhagar**
Sudhagar is a shining star in helpful when collaborating on projects. He provides critical & valuable feedback. See more

[Solve It Together](#) [Give Your Best](#)

Like Comment

Write a comment



BE A PART OF BCD CONVERSATIONS

This is a new feature which is now being [piloted](#). When you're tagged in a comment, you'll get an automated email "from" the person who tagged you (e.g.: "Anne Froidcoeur (BE) on Yammer"). Yammer is the technology that powers MySource conversations.

LIKE THIS CONVERSATION?
TRY ANOTHER...



BCD CONVERSATIONS (Pilot)

Welcome to Life at BCD Conversations, a new way to enable more interactive conversations within MySource. These are topics that touch all of us as part of our global, companywide community. This is a new feature which is now being piloted. Take a look at the topics below.

TELL US HOW YOU SUPPORT

Start a discussion
Discussion Question

Shital Legoupil (FR)
Dec 1

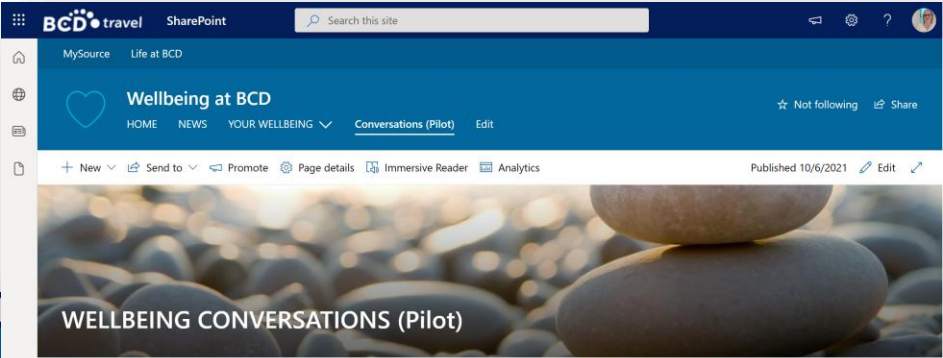
Sustainable gifts
It's Dec. 1 and my advent calendar arrived. I bought a nearby beach and bought a gift for my family.

[Like](#) [Comment](#)

[Show 4 comments](#)

Alex Senatore Pereira
Nov 16

Maybe here would be a space to talk about major cities like London, Berlin, and Paris. I am trying to call awareness on the topic of climate change.



BE A PART OF BCD CONVERSATIONS

Our shared value of *Solve it together* applies to wellbeing. Have a tip on how you support your own #wellbeing? Looking for feedback? Post below with the hashtag #Wellbeing and let's keep the conversation going!

This is a new feature which is now being [piloted](#). When you're tagged in a comment, you'll get an automated email "from" the person who tagged you (e.g.: "Anne Froidcoeur (BE) on Yammer"). Yammer is the technology that powers MySource conversations.

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HOW DO YOU SUPPORT YOUR OWN #WELLBEING?

Start a discussion
Discussion Question Praise Poll

Pinned Conversation
Kelly Flynn (BE)
Dec 2

Long-held traditions and time with loved ones feed our souls during the holidays. But feeding our bodies is pretty important (and fun!)... see more

4 attachments

[Like](#) [Comment](#)

[Show 8 comments](#)

Sari Lindqvist (FI)
Dec 3

To make sure Santa sees my wish, had to frame my humble request in my home office



[Like](#) [Comment](#)

[Show 7 previous comments \(6 new\)](#)

Shirley Massey (US) 4h ago

Employees sharing their thoughts, good works and tips



Fahad Nazeem (EXT)

Dec 2 • Edited • @2

In the year 2K19 began a new chapter of my life- started my tenure @ BCD. Starting anew is always felt better in my workplace before as compared to I got opportunities to work on new projects, I received many novel areas that I was not exposed to before. people who I call "Family".

I'm really loving people, hard work at BCD.



Natalie Breedt (GB)

Nov 22 • Edited

I read this great article today about tackling pensions and I learnt that having carbon 21x more than giving up from energy supplier*!

[The trillions in our pension pots could be a crisis | Richard Curtis | The Guardian](#)

I wanted to see where my pension went out from the jargon filled information were ethical or not (e.g. ... see more



[The trillions in our pension pots could be a crisis | Richard Curtis | The Guardian](#)



Comment



Dinah Williams (GB)

Nov 10 • @5

DISCUSSION FOR WORLD KINDNESS DAY: DO YOU VOLUNTEER?

Volunteering is an invaluable act of kindness and creates waves of people helping people. Finding ways to give back, however small, can be vital, not only for those you're helping but for yourself, too. Volunteering gives you a sense of purpose, connects you to your community and reminds you how great humanity can be.

If you're not sure how to help, here's a list of ideas that you can try:

- Help foster a dog or cat or volunteer to help in a community garden

see more

Seen by 4,484



Karen Genuardi (US)

Tue at 8:17 AM

Delivered our Adopt a Grandparent gifts this past weekend to two local nursing homes! [#feelgood](#) [#givingisimportant](#)



Alex Senatore Pereira da Cruz (DE)

Nov 16

Maybe here would be a space to discuss about the rubbish situation in the major cities like London, Berlin, etc.... I am trying to call awareness for the problem... see more



Like



Comment



You and 12 others



Ray Allen (US)

Yesterday at 11:46 AM

MS Teams and Outlook Integration

Have you noticed when responding to an email, the Teams icon? Share, Chat, Meet (or Chat and Schedule Meeting with all if more than one person) [#WorkSmart](#)




Recognition and praise flowing

The image displays a collection of LinkedIn 'Praise' posts, each with a purple header and a 'PRAISE' badge. The posts are as follows:

- Sabine Schweifer (DE)**: Praised Daniel Finck (DE) and Oliver Draack (DE). Text: "Daniel and Oliver are beyond helpful and committed to supporting our agents as much as possible when they return back to work after a long period of MTO. They give more than their best so that our agents can again give their best for our customers."
- Katie Scotti (US)**: Praised Sudhagar Shanmugam (US). Text: "Sudhagar is a shining star in BCD Travel. He is patient collaborating on our new & existing APIs. He is the best design or..."
- Emma Nottle (AU)**: Praised Sara Yesayan (US). Text: "Massive thank you to Sara for going above and beyond to assist our Entertainment team in Australia with a VIP meet and greet service in LAX. Unfortunately we couldn't pull it off completely, but her help has meant we have exhausted all options for the client. Cross country thank you."
- Jennifer Lopez (US)**: Praised John Liptak (US). Text: "John - thank you for going above and beyond for our client. I appreciate your flexibility."
- Sven Dietrich (DE)**: Praised Beth Gleba (US). Text: "Beth does a great job in introducing the new Intranet using up-to-date tools. Awesome job in enabling others to use great tools. Thanks"
- David Coppens (BE)**: Praised Koen Derison (BE). Text: "Shout Out to Koen for always focusing on what is right for BCD and never having an alternative agenda. #OneTeamOneGoal"
- Julia Cliff (GB)**: Praised Matthew Edmondson (GB). Text: "For always willing to help and for being approachable. You helped me during flexi-furl and I know if I message you and you can help, will. Thank you."


Each post includes a 'PRAISE' badge, a thumbs-up icon, and a 'Seen by' count. The posts are shown in a 3D perspective, overlapping each other.

Leadership with a softer side

**Russ Howell (US)**
Oct 27

Seen by 308

My 20-something kids, who are inherently passionate about sustainability, always tell us the little things matter too. My wife has repurposed this 5 gallon, glass water jug (from an old office water dispenser) and buys our drinking water from Whole Foods at 35 cents/gallon... way more economical than buying individual plastic bottles, and WAY MORE SUSTAINABLE... and though I was skeptical at first about claims that it also "tastes" better, I will now 100% agree with my wife that WF's reverse osmosis water is the best "tasting" water I've ever had. If you are wondering about transportation, when full, that jug gets strapped into the back seat with the seat belt... and has been nicknamed "Water Baby"!



**Kathy Jackson (US)**
Oct 27

Seen by 5,307

It takes everyone getting involved to truly drive change and make a difference!



Sustainability: BCD supports sustainable Development
Part of BCD's efforts to create a commitment to support the United Nations SDGs.

**Mike Janssen (US)**
Sep 10

Like

**Victoria James (GB)**
Yesterday at 10:31 AM

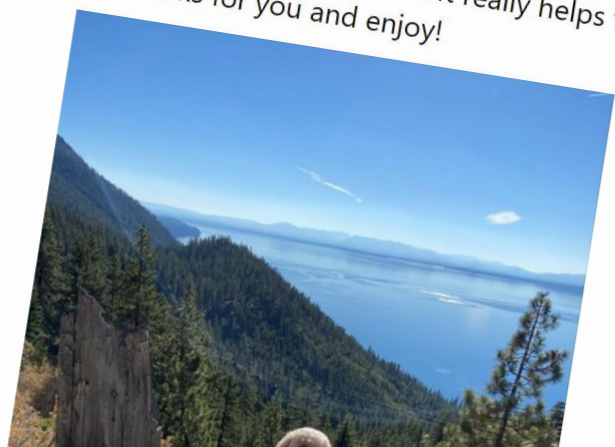
Seen by 25


I've just posted a new article about 'surviving the holiday season' in Wellbeing@BCD. What are your tips on maintaining your wellbeing throughout the holidays?

with my family, switching off from work, and (movie!).

 Britta Schultz (DE) and 1 other

I am sure like me you are feeling a little overwhelmed these days, both personally and professionally. I can't stress enough how important it is to take time for yourself mentally and physically. For me, I like getting out into the fresh air and hiking with my dog Sparty. I'm able to clear my head, detach, and enjoy the outdoors. It really helps to renew my energy. Find what works for you and enjoy!



**Erol Arkan (GB)**
Oct 1 • Edited

You are so very right about this [Kelly Riddle \(GB\)](#)! Thank you for sharing here.

This brought back memory of an article I read quantifying this in 2019:
<https://medium.com/@parthgarg19/what-if-deleting-emails-could>

Deleting is one thing you can do, so is not having it and forth emails with replies...

The holidays are my sanity check so to family, do crafts, read and basically reset. is on New Years Day, we have family nily, my sister and my parents all get ual game day. It's a great way to start the

How did employees respond? **Amazingly!**

Yammer analytics show engagement higher than expected September - December 2021

BCD CONVERSATION	POSTS	READ	LIKES
Praise Our Values in Action	228	66,582	1,370
Wellbeing	330	53,983	1,694
WorkSmart	239	27,022	1,111
Sustainability	130	25,702	762
Share Your BCD Journey	57	7,435	429

What employees told us in our pilot survey

SOCIAL	TOPICS	TECHNOLOGY	OVERALL
<ul style="list-style-type: none">• Most employees (88%) think social features on our companywide intranet are very or somewhat important.• 12% think social features are not important.	<ul style="list-style-type: none">• All five pilot topics rated very or somewhat interesting.• In the survey, employees rated WorkSmart (digital tips) as the most interesting topic of the pilot. The least: Share Your BCD Journey.• Other topics employees would like to see include:<ul style="list-style-type: none">- Personal travel-related content- Life after the pandemic (esp. related to virtual work)	<ul style="list-style-type: none">• Employees faced relatively few technical challenges using Yammer but confirmed they are highly frustrated with BCD for having too many choices and not enough direction, within our digital ecosystem.• While half (48%) experienced the pilot through MySource, some found you can get to it in other ways. And this was not always a good thing: Outlook notifications, the Yammer app, and the oddly named "Communities" in Teams are all examples of confusing and poor UX within the current M365 experience.	<ul style="list-style-type: none">• Of the employees who completed the survey: 88% said they liked or somewhat liked seeing the pilot content; 59% recommend continuing; 27% abstained; 14% told us to stop.• Those who told us to stop said it was because... they don't have time; there is nothing of value to them; that we have communication overkill already; and it is a distraction to everyday work.• Those who told us to continue said it was because... this is another way to connect with colleagues across our global company; it has a fun side to it; it is a refreshing and sometimes much-needed quick break; and it supports a feeling of belonging especially for remote workers.

FOR MORE: SURVEY QUESTIONS

Is Yammer the right social technology for MySource?

YAMMER DID WELL IN PILOT	ROOM FOR IMPROVEMENT
<ul style="list-style-type: none">• Easy for employees to add rich, social content, including their own discussion threads within companywide topic areas.• Plug and play / \$0 custom development• No major security concerns (mobile disabled)• Leverages vision of Microsoft Viva Connections, where SharePoint Online, Outlook, Teams and Yammer work together for companywide communications.	<ul style="list-style-type: none">• Sometimes confusing UX across Microsoft products• As a separate application, using Yammer does require employees' knowledge of yet another tool, yet another set of settings, yet another set of notifications.

What's next

- Brought our results to the MySource governance team and **received approval to continue with Yammer.**
- Our Pilot team recommends **continuing to carefully manage our Yammer groups** in alignment with our intranet content (as opposed to opening all up to employees to start their own groups).
- We'll also establish a **Phase II project** to evaluate next steps with Chatter, including communication materials for what to use when.

Q&A AND MEETING CLOSE

TOOLS WE'RE SHARING WITH DWG MEMBERS

PROJECT CHARTER

INITIAL COMMUNITY MGR TRAINING MRLS

PILOT SURVEY QUESTIONS